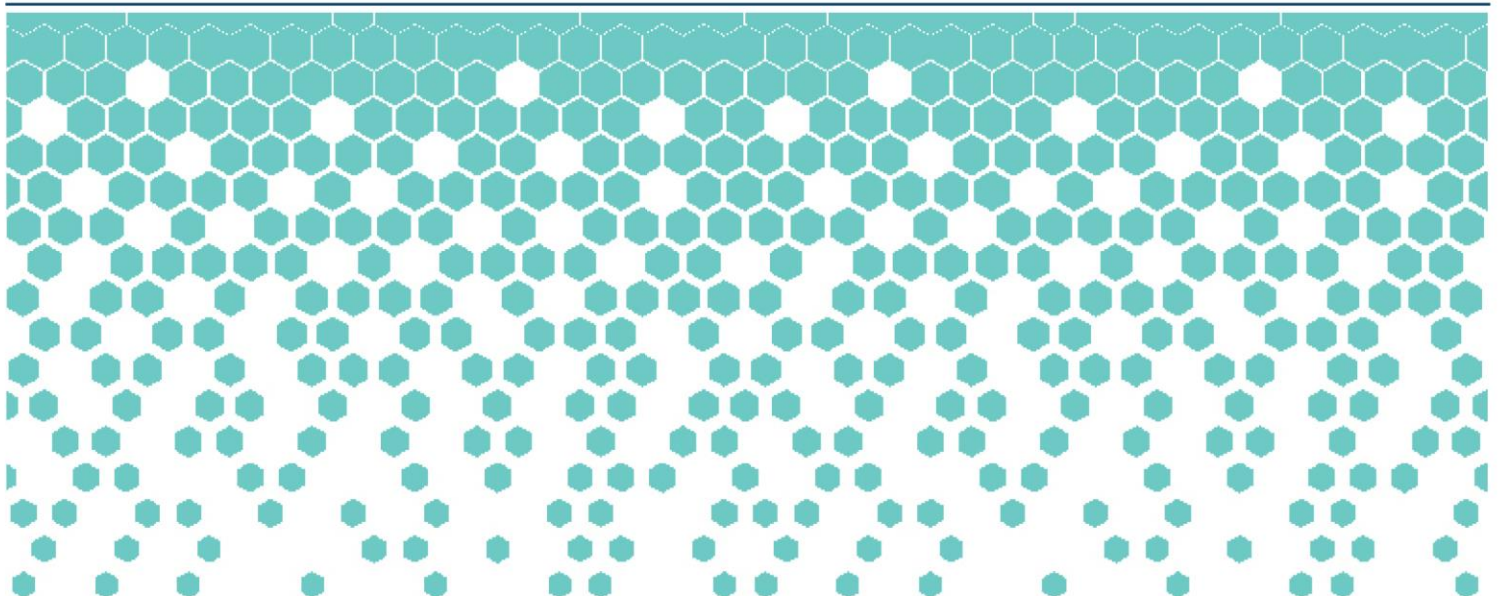


Market Benchmarking & Compensation Structure Development Project

Northwest Special Recreation Association

May 2020

Joy Lynn Hyer, SPHR, SHRM-SCP, CCP
Senior Compensation/Survey Analyst





Northwest Special Recreation Association

Market Benchmarking &
Compensation Structure
Development Project

May 2020

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Northwest Special Recreation Association

**Market Benchmarking &
Compensation Structure Development
Project Report**

**Prepared May 2020
Data Adjusted for Implementation January 1, 2021**

**Prepared by:
HR Source
3025 Highland Parkway, Suite 225
Downers Grove, Illinois 60515
(630) 963-7600
www.hrsource.org**

A. Objectives

1. To develop a fair and competitive compensation structure using benchmarking analysis of the appropriate regional labor market.
2. To analyze the current pay practices and policies of the Northwest Special Recreation Association to provide advice on updating and improving administration of the compensation program.

B. Purpose

1. Northwest Special Recreation Association's primary purpose *externally* is to ensure that its pay rates are comparable to the going rates offered by its labor market competitors.
2. Northwest Special Recreation Association's primary purpose *internally* is to ensure that its positions are valued appropriately in relation to one another within the organization.
3. Develop a custom competitive pay structure for the Rolling Meadows, Illinois region.
4. Analyze the relationship between pay grades and employee pay rates to determine how rates of pay outside of the depicted ranges will affect future labor costs.

C. Benchmarking

The benchmarking analysis was developed using compensation data from the following surveys:

- A. HR Source 2020 Park & Recreation Compensation Survey
- B. HR Source 2019 Metro Compensation Survey
- C. HR Source 2020 Non-Profit Compensation Survey
- D. Employer Associations of America (EAA) 2019 National Executive Compensation Survey
- E. Economic Research Institute (ERI) Online Salary Assessor

Job descriptions from the Northwest Special Recreation Association were reviewed by the compensation analyst and were used to benchmark positions to the surveys. During this analysis, particular attention was paid to the requisite knowledge, skills, abilities, and qualifications (including education and experience) along with actual job duties being performed by each job. Special recreation positions were compared to recreation data only (comparable organizations by budget, EAV, and geographic location). Jobs that could extend outside of the recreation industry were given 50% weight to recreation data, 25% weight to for-profit data and 25% weight to non-profit data.

Compensation data from the surveys was aged to January 1, 2021. Hourly rates are also included, and useful when determine pay for individuals that do not work a 2,080 hour work year (40 hours per week).

D. **Structure Development**

Regression analysis and standard statistical calculations were used to derive a set of pay ranges. Minimums and maximums of each pay range have been set at 20% above and 20% below the midpoints. There is an average midpoint to midpoint progression of 11.2% between the 12 grades proposed for the Northwest Special Recreation Association.

Northwest Special Recreation Association positions were slotted into the pay grade structure based on the survey data compiled for each position. Positions were assigned a pay grade by identifying the pay grade midpoint that most closely matched the market rate for each job with a couple of exceptions. The *Senior Manager of Special Recreation* position did not match any available survey data to fully and appropriately benchmark. Therefore, this position was manually slotted into the pay grade structure by park district management and the analyst.

The custom pay grade structure for the Northwest Special Recreation Association has three pay grades that are empty. These grades will remain on the structure to potentially accommodate any non-benchmarked positions, in case positions are restructured, need to be reanalyzed, or if new positions are created.

The customized structure can be immediately adopted as a compensation planning tool. It will provide guidelines for the Northwest Special Recreation Association to use in formulating a strategy to effectively recruit and retain employees possessing both the requisite and desired qualifications and talents.

E. **Exempt/Non-exempt Status**

The exemption status of each position was evaluated based on the information contained in the job description. The exemption status of each position is listed, and positions with a job code of "E" were determined to be exempt and positions with a "NE" were determined to be non-exempt by our compensation analyst, according to the Fair Labor Standards Act (FLSA), and current Illinois wage and hour laws.

F. **Outcomes**

Overall, in the administration of base pay, the Northwest Special Recreation Association is lagging its labor market competition. This is illustrated through the included Payroll Analysis Report. Individual employee rates of pay were compared to the respective pay range midpoints.

Information from the Payroll Analysis Report is summarized in the following table.

<u>COMPETITIVE POSITION</u>	<u># OF EMPS</u>	<u>ANNUAL COST</u>
Under Minimum	15	\$19,497
Under Midpoint	37	\$381,344
Over Midpoint	1	\$4,289
Over Maximum	0	\$0

Compa-ratio is an analytical tool used by compensation professionals that compares employees' individual annual salaries to the structure midpoint for their positions' grades. The midpoint is defined as the amount the Northwest Special Recreation Association would expect to pay for a given grade of work under normal circumstances. A rate of pay which is exactly the same as the midpoint would have a compa-ratio of 100%. In this case, we have utilized the midpoint of each range, since the midpoints are most reflective of the actual data in the selected surveys and are the basis for the model range.

When using compa-ratios as an analytical or budgeting tool, the Northwest Special Recreation Association should look for wide variations from 100%. In analyzing pay in relationship to the model ranges, we have calculated these findings:

The overall average compa-ratio for the Northwest Special Recreation Association is 82.5%. This indicates that according to the compensation structure developed, the Northwest Special Recreation Association is compensating its employees 17.5% less than similarly situated organizations according to the utilized survey sources. With respect to individual compa-ratios, a range from 66.9% to 106.8% can be seen. If the Northwest Special Recreation Association were to adopt the salary structure as given, ideal compa-ratios would fall between 80% and 120%.

G. **Implementation**

With the outcomes of this project, the Northwest Special Recreation Association is encouraged to make implementation plans to correct any inequities that exist and ensure proper plan administration going forward.

As a result of this project, it was discovered that 15 employees have pay rates that fall below the minimum value of their new grade. It is strongly recommended that the Northwest Special Recreation Association increase these pay rates as soon as possible to ensure all employee pay rates fall within the newly created pay ranges.

After adjusting the 15 employees that are outside of range, the Northwest Special Recreation Association should then review the project outcomes on an individual employee level. There may be employees that are inappropriately low or high in their pay range, when considering their job performance, skills, experience and/or tenure. In an effort to pay competitively, the Northwest Special Recreation Association should consider giving market adjustments to any additional employees who are in need of an increase. Depending on the financial resources required to make the necessary adjustments, the Northwest Special Recreation Association may consider issuing market-based pay adjustments over a one, two, or three year period.

H. **Communication**

With the general tendency being in favor of employees knowing more about how the Northwest Special Recreation Association determines their rates of pay, management should disclose to them as much information about its pay practices as it feels comfortable revealing. The just-completed thorough study of position duties and responsibilities, and the subsequent pay ranges, gives the Northwest Special Recreation Association a solid foundation for explaining additions, changes, or deletions in its compensation program.

Listed below are basic guidelines for effectively disclosing to employees, on an ongoing basis, how the Northwest Special Recreation Association determined their pay in addition to explaining the purpose and effect on the individual pay of the position evaluation project.

- Thoroughly instruct supervisors and managers on all aspects of the Northwest Special Recreation Association pay policies, practices, and guidelines.
- Use supervisors and managers to inform employees of these policies and answer general pay questions.
- Explain position duties and responsibilities, pay grades and ranges to employees.
- Inform newly hired employees of the Northwest Special Recreation Association about pay practices and the specifics about their opportunities for merit increases in the future.

I. **Administration**

The success of a compensation program based on market benchmarking depends on formulating and enforcing impartial guidelines for ensuring that not only is each employee correctly classified in a position having a current and accurate job description, but that the employee is equitably paid within the pay range decided upon. In addition, it is necessary to set up a plan to identify and take action with respect to exceptional cases and to correct inequities. A sample Salary Administration Policy has been included to assist the Northwest Special Recreation Association in development of its plan. This example is not intended to simply represent a popular approach, but rather to illustrate different methods of systematically setting or changing an employee's rate of pay.

J. **Plan Maintenance**

HR Source staff is available to assist with questions that may arise. We will continue to be vitally interested in the continued effectiveness of this project. Additionally, once the Northwest Special Recreation Association puts job descriptions and pay ranges into effect, provisions should be made to update these plans and documents annually. Please contact HR Source prior to January 1, 2022 for structure adjustment figures and instructions. Annual structure adjustments are a recommended pay practice, but they should not be a replacement for compensation benchmarking at regular intervals. We recommend all market benchmarking projects should be formally and fully revised every three to four years.

The Northwest Special Recreation Association is encouraged to view this analysis only as a guide in determining if actual inequities exist, taking into consideration factors such as individual job performance, labor market availability, newly assigned or inexperienced personnel or other criteria which may logically have a bearing on individual rates of pay.

**Northwest Special Recreation Association
Market Benchmarking Spreadsheet
Effective: January 1, 2021**

Pay Grade	FLSA	Position Title	Survey	Survey Job Code	Survey Description	Survey Base Pay	Aged Survey Data 1/1/2021	Weight	Composite Base Wage
22	E	Executive Director	A	1	Executive Director, Budget \$5,000,001-\$10,000,000	\$140,348	\$145,588	50.00%	\$146,761
			A	1	Executive Director, Northwest Suburbs	\$142,611	\$147,935	50.00%	
19	E	Superintendent of Administrative Services	A	54	Director/Superintendent of Human Resources, Total Responses	\$91,860	\$95,289	25.00%	\$102,794
			B	306.174	Human Resources Manager, Northwest Suburbs	\$96,455	\$101,141	12.50%	
			C	70	Top Human Resources Position, Budget \$5,000,001-\$10,000,000	\$100,300	\$103,710	12.50%	
			A	17	Director/Superintendent of Finance, Budget \$5,000,001-\$10,000,000	\$97,607	\$101,251	12.50%	
			A	17	Director/Superintendent of Finance, Northwest Suburbs	\$100,132	\$103,870	12.50%	
			C	49	Controller, Budget \$5,000,001-\$10,000,000	\$98,432	\$101,570	12.50%	
			D	210	Controller, Chicago & Suburbs	\$113,284	\$120,232	12.50%	
17	E	Superintendent of Recreation I	A	38	Director/Superintendent of Recreation, Budget \$5,000,001-\$10,000,000	\$80,892	\$83,912	50.00%	\$87,780
			A	38	Director/Superintendent of Recreation, Northwest Suburbs	\$88,349	\$91,647	50.00%	
17	E	Superintendent of Recreation II	A	38	Director/Superintendent of Recreation, Budget \$5,000,001-\$10,000,000	\$80,892	\$83,912	50.00%	\$87,780
			A	38	Director/Superintendent of Recreation, Northwest Suburbs	\$88,349	\$91,647	50.00%	
17	E	Superintendent of Communications & IT	A	26	Director/Superintendent of Marketing & Communications, Budget \$5,000,001-\$10,000,000	\$75,794	\$78,624	25.00%	\$84,213
			A	26	Director/Superintendent of Marketing & Communications, Northwest Suburbs	\$81,714	\$84,765	25.00%	
			B	311.318	Marketing Manager, Northwest Suburbs	\$93,750	\$98,305	25.00%	
			C	11	Marketing Manager, Budget \$5,000,001-\$10,000,000	\$72,687	\$75,158	25.00%	
17	E	Superintendent of Development	E		Fundraising Manager, Rolling Meadows, SIC 8399, \$6.27 Million, 6 Years	\$79,399	\$79,399	50.00%	\$82,289
			E		Fundraising Manager, Rolling Meadows, For-Profit, \$6.27 Million, 6 Years	\$90,961	\$90,961	25.00%	
			E		Fundraising Manager, Rolling Meadows, Non-Profit, \$6.27 Million, 6 Years	\$79,396	\$79,396	25.00%	
16	E	Senior Manager of Special Recreation			Manually Slotted by Management and the Analyst				
15	E	Finance Manager	A	21	Finance Manager, Budget \$5,000,001-\$10,000,000	\$67,709	\$70,237	25.00%	\$67,708
			A	21	Finance Manager, Northwest Suburbs	\$67,892	\$70,427	25.00%	
			B	301.001	Accountant III, Northwest Suburbs	\$66,387	\$69,612	25.00%	
			C	52	Accountant, Budget \$5,000,001-\$10,000,000	\$58,564	\$60,555	25.00%	
14	NE	Administrative Manager	E		Administrative Manager, Rolling Meadows, SIC 8399, \$6.27 Million	\$63,794	\$63,794	50.00%	\$65,518
			E		Administrative Manager, Rolling Meadows, For-Profit, \$6.27 Million	\$70,693	\$70,693	25.00%	
			E		Administrative Manager, Rolling Meadows, Non-Profit, \$6.27 Million	\$63,792	\$63,792	25.00%	
13	E	Manager of Support Services	A	39	Recreation Program Manager, Budget \$5,000,001-\$10,000,000	\$52,827	\$54,799	25.00%	\$59,351
			A	39	Recreation Program Manager, Northwest Suburbs	\$56,160	\$58,257	25.00%	
			C	120	Volunteer Services Manager, Budget \$5,000,001-\$10,000,000	\$60,130	\$62,174	50.00%	
13	E	Manager of Inclusion Services	A	39	Recreation Program Manager, Budget \$5,000,001-\$10,000,000	\$52,827	\$54,799	25.00%	\$58,761
			A	39	Recreation Program Manager, Northwest Suburbs	\$56,160	\$58,257	25.00%	
			E		Program Manager (Non-Profit), Rolling Meadows, SIC 8399, \$6.27 Million, 5 Years	\$60,995	\$60,995	50.00%	

**Northwest Special Recreation Association
Market Benchmarking Spreadsheet
Effective: January 1, 2021**

Pay Grade	FLSA	Position Title	Survey	Survey Job Code	Survey Description	Survey Base Pay	Aged Survey Data 1/1/2021	Weight	Composite Base Wage
13	E	Operations Coordinator	A	11	Facilities Manager/Supervisor, Budget \$5,000,001-\$10,000,000	\$64,425	\$66,830	12.50%	\$57,586
			A	11	Facilities Manager/Supervisor, Northwest Suburbs	\$64,665	\$67,079	12.50%	
			B	304.150	Facilities Supervisor, Northwest Suburbs	\$70,136	\$73,543	12.50%	
			C	75	Facilities Manager, Budget \$5,000,001-\$10,000,000	\$68,320	\$70,643	12.50%	
			E		Fleet Coordinator, Rolling Meadows, SIC 8399, \$6.27 Million, 1 Year	\$45,594	\$45,594	25.00%	
			E		Fleet Coordinator, Rolling Meadows, For-Profit, \$6.27 Million, 1 Year	\$45,808	\$45,808	12.50%	
			E		Fleet Coordinator, Rolling Meadows, Non-Profit, \$6.27 Million, 1 Year	\$45,595	\$45,595	12.50%	
13	E	Manager of Special Recreation - Athletics	A	39	Recreation Program Manager, Budget \$5,000,001-\$10,000,000	\$52,827	\$54,799	50.00%	\$56,528
			A	39	Recreation Program Manager, Northwest Suburbs	\$56,160	\$58,257	50.00%	
13	E	Manager of Special Recreation - Day Camp	A	39	Recreation Program Manager, Budget \$5,000,001-\$10,000,000	\$52,827	\$54,799	50.00%	\$56,528
			A	39	Recreation Program Manager, Northwest Suburbs	\$56,160	\$58,257	50.00%	
13	E	Manager of Collaboratives	A	39	Recreation Program Manager, Budget \$5,000,001-\$10,000,000	\$52,827	\$54,799	50.00%	\$56,528
			A	39	Recreation Program Manager, Northwest Suburbs	\$56,160	\$58,257	50.00%	
13	E	Foundation Manager	E		Donor Relations Manager, Rolling Meadows, SIC 8399, \$6.27 Million	\$55,431	\$55,431	50.00%	\$55,422
			E		Donor Relations Manager, Rolling Meadows, Non-Profit, \$6.27 Million	\$55,412	\$55,412	50.00%	
13	E	Recruitment Coordinator	B	206.079	Employment Interviewer, Total Responses	\$51,623	\$54,131	25.00%	\$54,894
			C	120	Volunteer Services Manager, Budget \$5,000,001-\$10,000,000	\$60,310	\$62,361	25.00%	
			E		Recruiting Assistant, Rolling Meadows, SIC 8399, \$6.27 Million	\$51,542	\$51,542	50.00%	
12	E	Collaborative Coordinator	A	40	Recreation Supervisor/Coordinator, Budget \$5,000,001-\$10,000,000	\$44,096	\$45,742	25.00%	\$50,465
			A	40	Recreation Supervisor/Coordinator, Northwest Suburbs	\$44,990	\$46,670	25.00%	
			E		Recreational Therapist, Rolling Meadows, SIC 8399, \$6.27 Million	\$54,724	\$54,724	50.00%	
12	E	Inclusion Coordinator	A	40	Recreation Supervisor/Coordinator, Budget \$5,000,001-\$10,000,000	\$44,096	\$45,742	25.00%	\$50,465
			A	40	Recreation Supervisor/Coordinator, Northwest Suburbs	\$44,990	\$46,670	25.00%	
12	E	Support Services Coordinator	E		Recreational Therapist, Rolling Meadows, SIC 8399, \$6.27 Million	\$54,724	\$54,724	50.00%	
			A	40	Recreation Supervisor/Coordinator, Budget \$5,000,001-\$10,000,000	\$44,096	\$45,742	25.00%	\$50,465
			A	40	Recreation Supervisor/Coordinator, Northwest Suburbs	\$44,990	\$46,670	25.00%	
12	E	Events Coordinator	E		Special Events Coordinator, Rolling Meadows, SIC 8399, \$6.27 Million, 3 Years	\$49,704	\$49,704	50.00%	\$50,299
			E		Special Events Coordinator, Rolling Meadows, For-Profit, \$6.27 Million, 3 Years	\$52,082	\$52,082	25.00%	
			E		Special Events Coordinator, Rolling Meadows, Non-Profit, \$6.27 Million, 3 Years	\$49,704	\$49,704	25.00%	
12	E	Graphic Communications Coordinator	A	70	Marketing/Social Media Specialist, Budget \$5,000,001-\$10,000,000	\$42,557	\$44,146	25.00%	\$48,839
			A	70	Marketing/Social Media Specialist, Northwest Suburbs	\$42,578	\$44,167	25.00%	
			B	311.307	Graphic Artist, Northwest Suburbs	\$53,989	\$56,612	25.00%	
			C	13	Graphic Artist, Budget \$5,000,001-\$10,000,000	\$48,772	\$50,430	25.00%	
11	E	Program Coordinator	A	40	Recreation Supervisor/Coordinator, Budget \$5,000,001-\$10,000,000	\$44,096	\$45,742	25.00%	\$47,088
			A	40	Recreation Supervisor/Coordinator, Northwest Suburbs	\$44,990	\$46,670	25.00%	
			E		Program Coordinator (Non-Profit), Rolling Meadows, SIC 8399, \$6.27 Million, 2 Years	\$47,969	\$47,969	50.00%	

**Northwest Special Recreation Association
Market Benchmarking Spreadsheet
Effective: January 1, 2021**

Pay Grade	FLSA	Position Title	Survey	Survey Job Code	Survey Description	Survey Base Pay	Aged Survey Data 1/1/2021	Weight	Composite Base Wage
11	E	Recreation Specialist	A	40	Recreation Supervisor/Coordinator, Budget \$5,000,001-\$10,000,000	\$44,096	\$45,742	25.00%	\$45,283
			A	40	Recreation Supervisor/Coordinator, Northwest Suburbs	\$44,990	\$46,670	25.00%	
			E		Recreational Therapist, Rolling Meadows, SIC 8399, \$6.27 Million, 1 Year	\$44,359	\$44,359	50.00%	
11	E	Recreation Specialist - Day Camp	A	40	Recreation Supervisor/Coordinator, Budget \$5,000,001-\$10,000,000	\$44,096	\$45,742	25.00%	\$45,283
			A	40	Recreation Supervisor/Coordinator, Northwest Suburbs	\$44,990	\$46,670	25.00%	
			E		Recreational Therapist, Rolling Meadows, SIC 8399, \$6.27 Million, 1 Year	\$44,359	\$44,359	50.00%	
Survey Sources									
A	HR Source 2020 Park & Recreation Compensation Survey								
B	HR Source 2019 Metro Compensation Survey								
C	HR Source 2020 Non-Profit Compensation Survey								
D	Employer Associations of America (EAA) 2019 National Executive Compensation Survey								
E	Economic Research Institute (ERI) Online Salary Assessor								

**Northwest Special Recreation Association
Competitive Pay Structure
Based on a 40 Hour Workweek
Effective: January 1, 2021**

Pay Grade	Minimum	Midpoint	Maximum
11	\$36,472	\$45,590	\$54,708
12	\$40,562	\$50,702	\$60,843
13	\$45,110	\$56,388	\$67,666
14	\$50,169	\$62,711	\$75,253
15	\$55,795	\$69,743	\$83,692
16	\$62,051	\$77,564	\$93,077
17	\$69,010	\$86,262	\$103,514
18	\$76,748	\$95,935	\$115,122
19	\$85,354	\$106,693	\$128,032
20	\$94,926	\$118,657	\$142,389
21	\$105,570	\$131,963	\$158,356
22	\$117,409	\$146,761	\$176,113

Northwest Special Recreation Association
Pay Grade Assignments
Based on a 40 Hour Workweek
Effective: January 1, 2021

Pay Grade	FLSA	Position Title	Minimum	Midpoint	Maximum
22	E	Executive Director	\$117,409	\$146,761	\$176,113
			\$56.45	\$70.56	\$84.67
21		No jobs evaluated	\$105,570	\$131,963	\$158,356
			\$50.75	\$63.44	\$76.13
20		No jobs evaluated	\$94,926	\$118,657	\$142,389
			\$45.64	\$57.05	\$68.46
19	E	Superintendent of Administrative Services	\$85,354	\$106,693	\$128,032
			\$41.04	\$51.29	\$61.55
18		No jobs evaluated	\$76,748	\$95,935	\$115,122
			\$36.90	\$46.12	\$55.35
17	E	Superintendent of Recreation I	\$69,010	\$86,262	\$103,514
	E	Superintendent of Recreation II	\$33.18	\$41.47	\$49.77
	E	Superintendent of Communications & IT			
	E	Superintendent of Development			
16	E	Senior Manager of Special Recreation	\$62,051	\$77,564	\$93,077
			\$29.83	\$37.29	\$44.75
15	E	Finance Manager	\$55,795	\$69,743	\$83,692
			\$26.82	\$33.53	\$40.24
14	NE	Administrative Manager	\$50,169	\$62,711	\$75,253
			\$24.12	\$30.15	\$36.18
13	E	Manager of Support Services	\$45,110	\$56,388	\$67,666
	E	Manager of Inclusion Services	\$21.69	\$27.11	\$32.53
	E	Operations Coordinator			
	E	Manager of Special Recreation - Athletics			
	E	Manager of Special Recreation - Day Camp			
	E	Manager of Collaboratives			
	E	Foundation Manager			
12	E	Collaborative Coordinator	\$40,562	\$50,702	\$60,843
	E	Inclusion Coordinator	\$19.50	\$24.38	\$29.25
	E	Support Services Coordinator			
	E	Events Coordinator			
	E	Graphic Communications Coordinator			
11	E	Program Coordinator	\$36,472	\$45,590	\$54,708
	E	Recreation Specialist	\$17.53	\$21.92	\$26.30
	E	Recreation Specialist - Day Camp			

**Northwest Special Recreation Association
Payroll Analysis Report**

PAY GRADE	POSITION TITLE	EMPLOYEES	ANNUAL SALARY	COMPA-RATIO	UNDER MINIMUM	UNDER MIDPOINT	OVER MIDPOINT	OVER MAXIMUM	STRUCTURE MIDPOINT
22	Executive Director	Crawford, Tracey	\$137,585	93.7%		(\$9,176)			\$146,761
# OF EMPS		1			0	1	0	0	
GROUP SUM						(\$9,176)			
AVERAGES				93.7%		(\$9,176)			
19	Superintendent of Administrative Services	Negrillo, Darleen	\$82,400	77.2%	(\$2,954)	(\$24,293)			\$106,693
# OF EMPS		1			1	1	0	0	
GROUP SUM					(\$2,954)	(\$24,293)			
AVERAGES				77.2%	(\$2,954)	(\$24,293)			
17	Superintendent of Communication & IT	Selders, Brian	\$71,815	83.3%		(\$14,447)			\$86,262
	Superintendent of Development	Splett, Catherine	\$70,000	81.1%		(\$16,262)			\$86,262
	Superintendent of Recreation I	Griffin, Andrea	\$79,162	91.8%		(\$7,100)			\$86,262
	Superintendent of Recreation II	Hubsch, Rachel	\$71,803	83.2%		(\$14,459)			\$86,262
# OF EMPS		4			0	4	0	0	
GROUP SUM						(\$52,268)			
AVERAGES				84.9%		(\$13,067)			
16	Senior Manager of Special Recreation	Thomas, Elizabeth	\$62,500	80.6%		(\$15,064)			\$77,564
# OF EMPS		1			0	1	0	0	
GROUP SUM						(\$15,064)			
AVERAGES				80.6%		(\$15,064)			
15	Finance Manager	Woodard, Miranda	\$64,454	92.4%		(\$5,289)			\$69,743
# OF EMPS		1			0	1	0	0	
GROUP SUM						(\$5,289)			
AVERAGES				92.4%		(\$5,289)			

**Northwest Special Recreation Association
Payroll Analysis Report**

PAY GRADE	POSITION TITLE	EMPLOYEES	ANNUAL SALARY	COMPA-RATIO	UNDER MINIMUM	UNDER MIDPOINT	OVER MIDPOINT	OVER MAXIMUM	STRUCTURE MIDPOINT
14	Administrative Manager	Vasalos, Jessica	\$67,000	106.8%			\$4,289		\$62,711
# OF EMPS		1			0	0	1	0	
GROUP SUM							\$4,289		
AVERAGES				106.8%			\$4,289		
13	Foundation Manager	Lamb, Jessica	\$48,000	85.1%		(\$8,388)			\$56,388
	Manager of Collaborative Services	Place, Katrina	\$46,000	81.6%		(\$10,388)			\$56,388
	Manager of Inclusion Services	Gonzalez, Victoria	\$46,865	83.1%		(\$9,523)			\$56,388
	Manager of Special Recreation - Athletics	Aguilar, Manuel	\$46,751	82.9%		(\$9,637)			\$56,388
	Manager of Special Recreation - Day Camp	Moore, Jaclyn	\$45,621	80.9%		(\$10,767)			\$56,388
	Recruitment Coordinator	Joyce, Jacob	\$50,000	88.7%		(\$6,388)			\$56,388
# OF EMPS		6			0	6	0	0	
GROUP SUM						(\$55,091)			
AVERAGES				83.7%		(\$9,182)			
12	Collaborative Coordinator	Lucente, Cortney	\$49,939	98.5%		(\$763)			\$50,702
	Collaboratives Coordinator	Jevaney, Lauren	\$41,685	82.2%		(\$9,017)			\$50,702
	Collaboratives Coordinator	Palmieri, Trisha	\$41,382	81.6%		(\$9,320)			\$50,702
	Collaboratives Coordinator	Irelan, Mackenzie	\$41,382	81.6%		(\$9,320)			\$50,702
	Collaboratives Coordinator	Moran, Kate	\$40,274	79.4%	(\$288)	(\$10,428)			\$50,702
	Events Coordinator	O'Brien, Megan	\$41,620	82.1%		(\$9,082)			\$50,702
	Graphic Communication Coordinator	Sposito, Maria	\$40,274	79.4%	(\$288)	(\$10,428)			\$50,702
	Inclusion Coordinator	Kotsovos, Clariza	\$41,696	82.2%		(\$9,006)			\$50,702
	Inclusion Coordinator	Ross, Jordan	\$41,696	82.2%		(\$9,006)			\$50,702
	Inclusion Coordinator	Nock, Emily	\$40,279	79.4%	(\$283)	(\$10,423)			\$50,702
	Support Services Coordinator	Quandt, Megan	\$42,727	84.3%		(\$7,975)			\$50,702
	Support Services Coordinator	Wright, Jocelyn	\$42,312	83.5%		(\$8,390)			\$50,702
	Support Services Coordinator	Edwards, Megan	\$33,918	66.9%	(\$6,644)	(\$16,784)			\$50,702
# OF EMPS		13			4	13	0	0	
GROUP SUM					(\$7,503)	(\$119,944)			
AVERAGES				81.8%	(\$1,876)	(\$9,226)			

**Northwest Special Recreation Association
Payroll Analysis Report**

PAY GRADE	POSITION TITLE	EMPLOYEES	ANNUAL SALARY	COMPA-RATIO	UNDER MINIMUM	UNDER MIDPOINT	OVER MIDPOINT	OVER MAXIMUM	STRUCTURE MIDPOINT
11	Recreation Specialist	Assad, Brianna	\$35,568	78.0%	(\$904)	(\$10,022)			\$45,590
	Recreation Specialist	Collier, Cayenne	\$35,568	78.0%	(\$904)	(\$10,022)			\$45,590
	Recreation Specialist	Klotz, Gerogia	\$35,568	78.0%	(\$904)	(\$10,022)			\$45,590
	Recreation Specialist	Lizalde, Rebecca	\$35,568	78.0%	(\$904)	(\$10,022)			\$45,590
	Recreation Specialist	Ramoska, Alexzandra	\$35,568	78.0%	(\$904)	(\$10,022)			\$45,590
	Recreation Specialist	Robinson, Kaila	\$35,568	78.0%	(\$904)	(\$10,022)			\$45,590
	Recreation Specialist	Trzebunia, Anita	\$35,568	78.0%	(\$904)	(\$10,022)			\$45,590
	Recreation Specialist	Winston, Janae	\$35,568	78.0%	(\$904)	(\$10,022)			\$45,590
	Recreation Specialist	Wirkus, Morgan	\$35,568	78.0%	(\$904)	(\$10,022)			\$45,590
	Recreation Specialist	Yurik, David	\$35,568	78.0%	(\$904)	(\$10,022)			\$45,590
# OF EMPS		10			10	10	0	0	
GROUP SUM					(\$9,040)	(\$100,220)			
AVERAGES				78.0%	(\$904)	(\$10,022)			
TOTAL		38	\$1,884,820		15	37	1	0	
GROUP SUM					(\$19,497)	(\$381,344)	\$4,289		
AVERAGES				82.5%	(\$1,300)	(\$10,307)	\$4,289		

SAMPLE

**SALARY ADMINISTRATION
POLICY AND PROCEDURE**

**INDIVIDUAL PAY RATE
DETERMINATION**

* (This is a sample policy that can be adapted for your use.)

TABLE OF CONTENTS

- I. Purpose
- II. Scope
- III. Objectives
- IV. Statements of Policy
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I. PURPOSE

Provide administrative guidance and delineate responsibilities for the maintenance of the salary administration program and the processing of salary recommendations.

II. SCOPE

The guidelines in this policy apply to all employees.

III. OBJECTIVES

- A. Attract and retain competent personnel.
- B. Provide for recognition of and reward for differences in individual ability and performance.
- C. Establish and maintain competitive salary ranges consistent with the economic requirements of the organization and commensurate with those industries within which the organization operates.
- D. Relate salaries paid to the duties and responsibilities of positions to provide a stimulus for employee self-improvement and advancement to greater responsibilities.
- E. Maintain a program of performance appraisal which identifies opportunities for employee development and places compensation rewards on an objective basis.
- F. Provide an effective management control system which will permit delegation of responsibility within a framework of policy and procedures.

IV. STATEMENTS OF POLICY

A. POSITION DESCRIPTION

All positions will be defined in terms of their reflective duties and responsibilities.

B. POSITION EVALUATION

All positions will be evaluated and classified in order of their relative value, utilizing approved evaluation techniques.

C. SALARY STRUCTURE

The organization will maintain a competitive salary structure which consists of salary grades and ranges.

1. Salary Grades

All positions will be classified by salary grade, which indicates the range of their minimum and maximum salary value.

2. Salary Ranges

Salary ranges are the means by which the relative value of positions is expressed in dollar terms, and will be sufficiently broad to provide salary growth potential for competent personnel. Salary ranges specifically establish the lowest dollar amount generally paid for minimum acceptable performance and the highest dollar amount generally paid for outstanding performance, relative to position market value and other positions in the program.

3. Maintenance

Salary grades and ranges will be reviewed annually by the Human Resources department and appropriate changes will be recommended to the President.

D. MERIT BUDGET

The Human Resources Department will annually evaluate the manpower market in terms of competitive factors, changes in living costs, organization economics and objectives. From this analysis, a salary increase budget expressed as percentages will be developed and justified for approval by the President and Board of Directors.

To develop a salary increase budget in dollars, the President will apply the approved percentages to the aggregate of salary range control points, weighted by the number of job incumbents in each salary range.

The details of this salary budget will allocate dollars to each employee. This budget will indicate employee name, current salary and control point, performance level and the amount and percentage of planned salary adjustments. This salary budget will then be reviewed and approved by the Board of Directors.

E. SALARY PROGRESSION REQUIREMENTS

Before an employee can receive a salary adjustment, the employee's position must have been described, evaluated and assigned a salary grade.

It is the policy of the organization to grant salary adjustments on the basis of individual performance. To this end, all employees included in the program should be reviewed at least annually. This does not mean that salary increases are automatic or annual. Performance, salary increase budget and individual position within the salary range are the prime considerations in determining amount and frequency of salary adjustments.

F. MAKING A SALARY CHANGE

1. Salary Recommendations

A recommended salary adjustment, if it is provided for in the salary increase budget, must be initiated by the President. The Human Resources Department will audit all changes for policy and budget compliance prior to payroll submission. A summary of all proposed salary adjustments will be prepared each quarter for review by the President and the Board of Directors.

2. Salary Exceptions

A proposed salary increase, if not budgeted, or if it is an exception to salary guidelines, must be approved by the Board of Directors. Exceptions and supporting documentation will be considered by the President, who will recommend disposition of exceptions to the Board of Directors.

3. Merit Increases

The amount of merited increases is governed by the Guide to Annual Salary Adjustments (see Appendix). Increases which exceed guidelines or recommendation of no increase will be considered exceptions.

4. Promotional Increases

A promotion is a permanent reassignment from a position evaluated in a lower salary grade to another position evaluated in a higher grade.

When an employee is promoted, the new salary shall be set at least at the salary range minimum of the higher salary grade, except:

- a. If the salary range minimum for the higher valued position is not at least 10% higher than the employee's current salary, pay should be increased to an approximate level within the higher salary range by a normal promotional increase of 5% to 10% of current salary.
- b. If the salary range minimum of the new position is more than 10% higher than the employee's current salary, the employee's initial promotional increase should not exceed 10 to 15%. Should the individual's new salary remain below minimum, the salary may be increased up to 10% at six month intervals until it reaches the minimum of the higher range.

5. Ability Increases

Where an employee has been hired below salary grade control point and the individual evidences above average or outstanding potential, an ability increase may be recommended within six months (180 days) of the date of employment. This adjustment should be in compliance with the Guide to Annual Salary Adjustments, but treated as an exception for approval purposes.

6. Upgrades

An upgrade is a re-evaluation of a position to a higher salary grade. The salary increase for an incumbent will be administered in the same manner as a promotional or ability increase.

7. Salary Adjustments for Demotions

A demotion is a permanent reassignment from a position evaluated in a higher salary grade to another position evaluated in a lower salary grade.

8. Downgrades

It is not the organization's practice to reduce an employee's salary simply because of position re-evaluation into a lower salary grade. This action is not considered a demotion and the employee's existing salary shall continue, if approved by the Board of Directors.

9. Transfers

A transfer is a change from one position to another within the same salary grade, or a change from a position in one organizational unit to a position of equal value in another organizational unit.

Transfers will not normally be rewarded by a salary adjustment. However, the employee's past performance and salary grade level should be considered for purposes of determining desirable merit increases. Thus, merited increases may be coincidental with transfers when justified by such considerations. An employee shall not be transferred to a new or revised position until the position has been described, evaluated and classified.

10. Adjustments Above Salary Range Maximums

The salary range maximum does not in itself limit rewards to an employee whose performance is clearly well above position expectations. Accordingly, consideration may be given to adjusting an individual's salary above the range maximum of the salary grade in which the position is classified, provided that:

- a. No promotional opportunity exists for the incumbent and the individual has demonstrated, beyond doubt, truly outstanding ability in the present position.
- b. The incumbent has not received a salary adjustment in the last 12 months.
- c. All such adjustments are authorized by the Board of Directors.
- d. The salary increase will not cause the employee's salary to exceed the range maximum of the next higher salary grade.

11. Temporary Assignments

When employees are temporarily assigned positions classified in higher or lower salary grades (for example, as a result of a temporary increase or decrease in production) or assigned to special tasks that are normally performed by employees in higher or lower salary grades, their salary and title shall remain unchanged. If a temporary assignment becomes permanent, individual salaries will be adjusted in accordance with promotion and demotion policies. An employee will be regarded as permanently reassigned when the person is expected to continue to perform temporary duties and responsibilities beyond three months (90 days).

12. New Hires

A new employee's salary shall not exceed salary range control point, with certain permissible exceptions. If the employee offers qualifications in excess of those normally required, the individual may be hired at a salary above range control point to a new or revised position, a tentative description and evaluation must have been prepared and the establishment of the position authorized.

13. Red Circle and Green Circle Salaries

A red circle salary is that which exceeds salary range maximum, while a green circle salary is below salary range minimum.

As a result of salary program introduction, some employees' salaries may be red or green circled. These salaries should be administered according to promotion and demotion policies.

G. PERFORMANCE APPRAISAL

1. In keeping with salary progression policy, formal performance appraisals shall be conducted annually to assist in determining salary adjustments.
2. A standard form is to be used when evaluating performance to ensure accuracy and consistency regarding factors to be appraised and performance level definitions.
3. Appraisals are to be made by the immediate supervisor having first hand knowledge of the person being appraised, the circumstances under which they work and the nature of the work in order to obtain the most satisfactory results.
4. The performance appraisal process should include completion of the appraisal form and a performance appraisal interview to review the employee's performance to determine progress, potential and areas requiring improvement.
5. Upon establishment of the overall performance level and in conjunction with the salary increase budget and the employee's position within the salary range, a salary adjustment can be determined by consulting the Guide to Annual Salary Adjustments.

V. RESPONSIBILITIES

A. BOARD OF DIRECTORS

1. Approve Salary Administration Policy.
2. Approve overall salary structure increase percentages, salary policy ranges and total salary budget.
3. Make disposition of salary policy exceptions.

B. PRESIDENT

1. Recommend overall salary structure increase percentages, salary ranges and total salary budget.
2. Recommend revisions in salary budget.
3. Forward to Board of Directors recommended exceptions in organization salary policy.

C. HUMAN RESOURCES DIRECTOR

1. Develop data to support recommended overall salary structure increase percentages, total salary budget and revisions in salary policy or ranges.
2. Advise the President and executives regarding salary policy and the disposition of proposed exceptions.
3. Maintain equitable relationships among all salary positions.
 - a. Provide guidance to management in the development, analysis and evaluation of positions.
 - b. Audit position relationships and organization salary structure annually.
 - c. Complete relevant salary surveys periodically.
4. Annually submit recommendations supported by cost information for revision of salary structure.
5. Review all salary actions for consistency with organization policies and forward exceptions according to policy.
6. Study the economics of the organization's business community and recommend changes to the percentages shown in the Guide to Annual Salary Adjustments.

7. Recommend revisions in salary policy or procedures to maintain the program on a current basis.
8. Summarize each period all salary adjustments.
9. Communicate salary policy and range changes to appropriate management throughout the organization.

VI. APPENDIX

GUIDE TO ANNUAL SALARY ADJUSTMENTS

Current Position In Salary Range

Performance Level	Below Minimum	Lower Third	Middle Third	Upper Third
Outstanding	8%	7%	6%	5%
Above Average	7%	6%	5%	4%*
Average	6%	5%	4%*	No adjustment
Below Average **	5%	4%*	No adjustment	No adjustment
Marginal	No adjustment	No adjustment	No adjustment	No adjustment

* Average percent increase in salary levels determined from survey data. This base figure and the other related percentages are reviewed annually.

** Increases to below average employees should only be given in cases where the incumbent is in training and does show promise of meeting job performance standards.

Note: The structure shown has not been filled in with actual survey data. This chart is meant as an example only and may not correspond to your organization objectives.